Variable Workday at NPIC

Director of Personnel 5E 58, Headquarters

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Deputy Director for Administration 7D 26, Headquarters

Deputy Director for Science and Technology 6E 60, Headquarters

Director, National
Photographic Interpretation
Center
STATINTL 6N 100,

2 0 AUG 1974

MEMORANDUM FOR: Director, National Photographic

Interpretation Conter

SUBJECT : Variable Workday at NPIC

REFERENCES . a. Memo for D/Pers through DD/S&T fr D/NPIC

dtd 10 Jul 74, same subj.

b. Special Report on Flexible Working Hours.
HBR January - February 1974

- 1. We have reviewed the proposal for a variable workmay at MPIC and considered the possible effect of the adoption of such a proposal for the Agency.
- As we understand the proposal, all staff members would work a five-day week, eight hours a day, but would have the right to determine their own work hours between the hours of 0600 and 1800. Since systems of this type have been in ass in Europe for a number of years, with substantial increases in production and efficiency resulting, and are being tried in industrial corporations in this country, consideration is now being given to such systems in the Federal Government. They have been approved on an experimental basis elsewhere in the Federal Government and are considered within the requirements of Federal law and regulations. It is not apparent yet that such systems will turn out to be satisfactory in the long ran. However, the benefits which have resulted from your initial trial, i.e., a general atmosphere of sutual trust, improved production, improved employee morale, easing of the traffic and parking problems, and reduction in short term absenteelsm, agento provide a sufficient basis for giving the system a more complete trial.
- 3. The adoption of any such system for one component may create a demand for similar systems elsewhere in the Agone). In order that we may determine practicability for other components, detailed information on all aspects of the system as needed.
- 4. Therefore, the establishment of the proposed variable workday system for MPIC is approved subject to the submission of monthly reports for a period of six months to the Office of Personnel, including information on the following:

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## INTERNAL 18E CHLY

- a. What proportions of employees report for work at different hours; e.g., 0600, 0700, 0800, 09007
- b. What proportion of supervisors report for work at different hours; e.g., 0600, 0700, 0800, 0900?
- c. How is work coverage handled when employees or supervisors having essential functions are not available because of the variable hour system?
- d. What percentage of increase in production or efficiency has resulted? For what types of work has inprovement been noted?
- e. How have you determined effect on employee morale?
- f. How do you handle the problem of FLSA overtime for Non-Exempt employees?

(Signed) F. W. M. Japney

F. W. H. Janney Director of Personnel

CONCUR:

STATINTL

John F. Blake Deputy Director

Date

Administration

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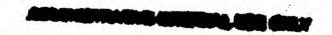
MINORARDEN FOR: Director of Personnel

THROUGH : Deputy Director for Science and Technology

SUBJECT : Variable Workday at BFIC

1. In mid-Jennery 1974 MPIC initiated a 90-day experiment with a veriable working for a limited number of components. We have not programmed to a point where some concrete conclusions and recommendations can be made. The primary goals of the experiment have been to determine if full implementation of a variable working sould be feasible and advantageous to both employees and managers. In conjunction with these goals, we hoped to be affect work efficiency? (2) Now would be warriable work achieved affect work efficiency? (2) Now would the employees and managers renor to the changes in the work schedule?

- 2. Three branches, totaling 5: people have been involved since last January in the experiment. Two of these branches are PI shops and the third is a breach that provides engineering support to the imagery copinitation effort. The mix of functions among these branches has given us a good indication of how a variable workday would affect operations in it were implemented for the entire Center. The plan we have been trying requires the employee to work a five-day week, eight hour day between 0600 and 1800 hours.
- In all of the branches the results of the esperiment ere favor able from both the employee and management points of vie.. Overall, the variable sorkday has helped to create a general atmosphere of mutual trust between employees and managers. It has given employees more respectibility in monitoring their own work hours and this has communicated to them management's confidence in their professionalism to do a consciention job with a minimum of supervision. It has had no negative effects to production and in some cases, in the opinion of the supervisors, it has improved production both qualitatively and quantitatively.



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- 4. More specifically, from the employee's viewpoint, the variable workday has eased traffic and parking problems, all but eliminated the need for taking short periods of leave and has made it easier to take core of many personal matters during the day when it is often some convenient to do so. For management, the variable workday has provided a televe hour period of staffing, improved employee morale, reduced short-term absentedism such as that caused by tardiness, and reduced the need to process short-term leave requests.
- 5. The ferminor difficulties that did occur sould be solved in the entire Center adopted a variable orkday schedule. These include the availability of library services and computer support.
- 6. We could like permission to implement a variable workday for all of NPIC. The schedule could be the same as the one that has been successfully tested in three of our branches -- a five-day sack, eight hour day but een 0600 and 1800 hours. Each division and branch could be responsible for ensuring that their mission requirements would be accomplished.

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	John J. Hick: Director	¢.
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Director of Personnel		
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